

February 13, 1981

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Dear [Redacted]

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I was delighted to hear that you will be able to join us for our two-day shindig in the country on the business of estimating. Your presence would be a real plus for us all, and Bruce, Hal, and I are particularly looking forward to your sharing your wisdom with us on topics that will have a very familiar ring to you.

Here are the specifics on the logistics and the tentative agenda. Most of us will be leaving Headquarters at 8:00 a.m. Monday, 23 February, via bus for [Redacted] Washington National. We'd be happy to have you join us for the bus ride, or you might prefer simply to meet us in [Redacted] at 8:30 a.m. (Please let me or my Exec Officer, [Redacted] -- know what your druthers are in this regard.)

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The conference itself will take place in the [Redacted] [Redacted] We'll plan on getting under way there at about 10:30 a.m. On tap for discussion after the opening formalities will be various folks' evaluation of the NIC to date (strengths and weaknesses). After lunch we'll tackle an examination of the new policy environment, and later on, the problems of drafting. After dinner, we return to the fray with some recollections and advice about the hazardous art of estimating; that's where you come in (more about this in a moment). On Tuesday morning we'll kick around the topics of coordination and dissent. We plan to fold our tents at around 10:15 a.m. which should put you back here at about noon or a little before.

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Participants will number about 30 and will include all the NIOs; several of their deputies; the ten analysts now on board in our planned 20-officer drafting staff; Bruce, Hal, and myself; and, as our guests, you, Don Gregg [Redacted] at the NSC), former ONE director John Huizenga, and former ONE Board member [Redacted] You will bunk at [Redacted] where we will also take lunch and dinner on Monday and breakfast on Tuesday. Of course Uncle picks up your tab for the entire excursion and you should put in for the unusual consultative fee afterward.

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I hope you will feel free to chim in on any parts of the discussions that interest you. We will ask you to perform in particular during the Monday evening session, however. Hal Ford will introduce that discussion, which will center on "the purposes and problems of estimating," and will introduce as our main speakers on those subjects a three-man panel, of which we'd like you to be a member. [redacted] and Huizenga are the others.) We'd like each of you to hold forth for about 10 or 15 minutes on your own perspectives on these issues. After the three of you have finished, it will be back and forth in the panel, plus discussion (cries of outrage) involving the whole group. We want to start this session at about 7:00 p.m. and close out around 8:30 or 8:45 p.m.

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I think our agenda will give us all some interesting, if not exactly new, bones to gnaw on. At this point chances look pretty good that our session will come off as outlined above, but should forces beyond our control invalidate this estimate and force us to postpone or alter, we'll get to you as quickly as possible. See you on Monday, 23 February!

Sincerely,

[redacted]

Richard Lehman

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